Office of the Commissioner for Federal Judicial Affairs Canada

2018–19

Departmental Plan

The Honourable Jody Wilson-Raybould, P.C., Q.C., M.P.
Minister of Justice and Attorney General of Canada

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Commissioner's message

I am pleased to present the 2018-19 Departmental Plan for the Office of the Commissioner for Federal Judicial Affairs (FJA). This Plan provides parliamentarians and Canadians with information on what we do and the results that we endeavour to achieve in the upcoming year.

FJA strives to safeguard the independence of the judiciary through various means, including its administration of Part I of the Judges Act. We will continue in the coming year to provide core services to the more than 1,100 federally appointed judges, as well as other services including: language training to judges, the coordination of international cooperation initiatives involving the judiciary, and the timely selection and publication of Federal Court of Appeal and Federal Court decisions. We will also assist the Canadian Judicial Council (CJC) in the carrying out of its operations.

As well, in light of recent reforms to the judicial appointment process, our office will ensure the efficient and smooth running of the 17 Judicial Advisory Committees, and will advise the Minister with regard to any suggested modification. More than 1100 candidates applied for judicial office since the changes came into effect. In addition, we will continue to stand ready to assist the Minister and Prime Minister in supporting the Independent Advisory Board for the Supreme Court of Canada Judicial Appointments, in the event a vacancy arises.

In 2018-19, FJA is likely to face a year of adaptation and implementation with regard to several bills currently before Parliament. These proposed initiatives include proactive disclosure of judges' expenses and education in sexual assault law for candidates who apply to become judges. We will also meet the requirements set out in the Minister's Action Plan on Enhancing the Bilingual Capacity of the Superior Court Judiciary.

Our team at FJA is committed to the work we do and is prepared to undertake the new challenges ahead for the upcoming year. I invite you to read our departmental plan to learn more about our plans and priorities for 2018-19.

Marc A. Giroux
Commissioner

Plans at a glance

A modern and dynamic Supreme Court of Canada appointment process

In August 2016, the Government of Canada announced a new, open and transparent process for filling vacancies on the bench of the Supreme Court of Canada. This new process includes: an open application process; the establishment of an independent, nonpartisan advisory board to assess all applications and prepare a shortlist of candidates; the requirement of functional bilingualism as an essential qualification for all shortlisted candidates; and ensuring there are consultations regarding the shortlist with key stakeholders, including members of the House of Commons Standing Committee on Justice. Since then, FJA has administered two processes, one in 2016 and one in 2017, resulting in the appointments of Justice Malcolm Rowe and Justice Sheilah Martin, respectively. FJA must be prepared at all times to accept such requests from the Minister of Justice and Attorney General and the Prime Minister's offices for 2018-19 and ongoing.

Enhancing the bilingual capacity of the superior court judiciary

The Minister announced the implementation of the action plan to enhance the bilingual capacity of the superior courts judiciary. FJA will develop recommendations for an assessment tool to objectively assess all candidates who self-identify as having bilingual capacity with a view to identifying relative levels of proficiency. The recommendations will address any additional resources required to operationalize the assessment tool. FJA will examine the delivery of existing language programs, including enhancement of the applied component focussed on courtroom based skills, as well as, ensuring that judicial advisory committees have access to training and information on linguistics rights of litigants.

Open and transparent government

The government introduced legislation, which would amongst other things, requires the proactive publication of certain information on expenses reimbursed to federally appointed judges under their incidental representational, travel and conference allowances. FJA is currently undertaking the analysis and work necessary to comply with these requirements.

Judicial accountability through sexual assault law training

As mandated by Private Member's Bill C-337 – Judicial Accountability through Sexual Assault Law Training Act, the Commissioner would be required to ensure that all federally appointed judges currently on the bench, as well as, any person who could be appointed as a federal judge, have completed recent and comprehensive education in sexual assault law training that has been developed in consultation with sexual assault survivors, as well as, with groups and

organizations that support them. This includes instruction in evidentiary prohibitions, principles of consent and the conduct of sexual assault proceedings, as well as, education regarding myths and stereotypes associated with sexual assault complainants, and social context education. Such education will be developed and consideration given to finding proper mechanisms to provide it.

The CJC supports enhanced transparency in judicial education and is committing to publish information including the title, description and overview of all education seminars it approved in the preceding year; dates and duration of each seminar; and the number of judges who attended each seminar.

For more information on FJA's plans, priorities and planned results, see the "Planned results" section of this report.

Planned results: what we want to achieve this year and beyond

Core Responsibility

Administrative support to federally appointed judges

Description

To provide services and support to the federal judiciary in a manner which contributes to the independence of the judiciary and the confidence of Canadians in our judicial system.

Planning highlights

The scope of this core responsibility includes compensation and pension administration for approximately 1,160 judges and 1,016 pensioners and survivors. FJA administers a budget in excess of $575 million annually which pays for judges' salaries, allowances and annuities, relocation and travel expenses. A key objective is ensuring the accurate payment of salaries, allowances and annuities as per the Judges Act and consistency in the application of policies, rules, and entitlements, thereby maintaining public confidence in the judiciary. Upholding respect for the independence of the courts is one of the responsibilities given to the Minister of Justice and Attorney General in her mandate letter. The judiciary is one of the three branches of government and safeguarding judicial independence is one of the primary roles of FJA. Created in 1978 by the Judges Act, FJA is independent from the Department of Justice, and administers Part I of the Act on behalf of the Minister. It provides a wide range of services to members of the judiciary, including but not limited to matters relating to their appointment, their salary, as well as, their allowances and benefits, their electronic communications and their retirement. FJA also provides support to the Canadian Judicial Council, which is comprised of all chief justices, associate chief justices and senior judges of the superior courts, in the pursuit of its mandate under the Judges Act. Finally, FJA takes on other duties the Minister may require for the proper functioning of the judicial system in Canada, such as, offering language training to judges. FJA's environment is complex due to the range of specialised services it provides (compensation, benefits, language training, legal publishing, etc.) and the large volume of clients it serves.

The government has committed to transparent, merit-based appointments, to help ensure gender parity and that Indigenous Canadians and minority groups are better represented in positions of leadership. In 2016, the Prime Minister announced a new process for appointing Supreme Court of Canada Justices that is open, transparent, and sets a higher standard for accountability. FJA was tasked with administering the new process and providing support to the Independent Advisory Board responsible for submitting a short-list of candidates for consideration by the Prime Minister. Following the government's announcement in October 2016 to reform the

superior courts judicial appointments process, FJA now has added responsibilities in administering this new process on behalf of the Minister of Justice. In 2018-19, it will continue to support the government's objectives related to judicial appointments to increase the effectiveness and independence of the judicial advisory committees, increase public confidence in the judicial advisory committees, increase transparency and rigour in all of the process, as well as, promote diversity. As part of these changes and in order to increase transparency and rigour, the Government mandated the Office of the Commissioner for Judicial Affairs to collect and publish statistics and demographic information on judicial applicants and appointees. Based on voluntary disclosure by candidates through self-identification in the questionnaire for judicial appointment, these statistics relate to diversity and language proficiency.

In anticipation of Bill C-58 – An Act to amend the Access to Information Act and the Privacy Act and to make consequential amendments to other Acts – receiving royal assent, FJA is strategically planning for resources in order to be compliant with the requirements for proactive disclosure of expenses incurred by a judge for their Incidental, Representational, Travel and Conference Allowances.

The Canadian Judicial Council's Statement of Principles on International Judicial Activities specifically spells out a role for FJA to provide valuable information on the availability of cultural and other education programs, and provide security and other information about a given country hosting a judge. Canadian judges are increasingly informing FJA of their international activities and coming to FJA for information, assistance, vetting, and support on a range of international judicial reform matters. Federally appointed judges in Canada may benefit from a single secretariat in order to provide them with informational, logistical, administrative and other types of support to engage in international capacity-building activities in respect of rule of law, including as it relates to judicial independence, and gender equity. This role is currently and increasingly being played by FJA's International Programs Division. In addition, the International Programs Division under an MOU with the Ontario Superior Court and as a service to other courts, including the four federal courts in Ottawa, vets incoming international delegations and institutions who request meetings and programs of visit with judges, courts, administrators and institutions in Canada.

The Canadian Judicial Council Office (CJC), under the direction of the 39 Chief Justices and Associate Chief Justices across Canada is supported by a Secretariat, comprised of ten employees. CJC works to maintain the confidence Canadians have in their judges by promoting efficiency and uniformity, and improving the quality of judicial services across the country. A key activity is administering the judicial conduct review process. CJC will receive over 600 letters expressing concern about judicial matters during the year. The recent adoption of new bylaws and procedures has resulted in some efficiencies. The CJC will continue to work closely with Department of Justice officials on possible legislative changes to the Judges Act that may further enhance efficiency and transparency. As a result of additional funds being made available

through Budget 2017, the Council will support targeted activities in judicial education, conduct and ethics programming, judicial independence, information technology, and public outreach.

To deliver programs and initiatives in support of its mandate, the Council's committees, sub-committees and working groups meet on a regular basis to undertake their work and address issues of broad interest to Canadians including, judicial education, protecting judicial independence and access to justice. The committees may review policies, make recommendations and set guidelines to help judges and the justice system be efficient, accessible, and accountable. The Council publishes Ethical Principles for Judges and other helpful resources, programs and products that are used both by judges and Canadians.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Federally-appointed judges are provided with centralized services in a timely and effective manner	% of judges' allowances processed within the 10 day service standard	Equal to or greater than 90% of judges' allowances processed within the 10 day service standard	March 2019	Over 92% of judges' allowances were processed within the 10 day service standard	Over 90% of judges' allowances were processed within the 10 day service standard	Over 90% of judges' allowances were processed within the 10 day service standard
The judicial appointments process is managed efficiently	% of candidate applications ready to be evaluated within 3 months of reception	100% of candidate applications are ready to be evaluated within 3 months of reception	March 2019	Over 95% of applications were screened and ready to be evaluated by Committees within 3 months of reception	Over 95% of applications were screened and ready to be evaluated by Committees within 3 months of reception	Over 95% of applications were screened and ready to be evaluated by Committees within 3 months of reception
The judicial conduct review process is completed in a timely and effective manner	% of complaints reviewed within six months	Equal to or greater than 80% of complaints reviewed within six months	March 2019	80% of complaints were reviewed within six months	80% of complaints were reviewed within six months	80% of complaints were reviewed within six months
CJC ensures that federally-appointed judges have access to relevant training and learning opportunities	% of judges who reported to the CJC that their training and learning needs were met	Equal to or greater than 90% of judges training and learning needs were met	March 2019	Not available*	Not available*	Not available*

*This is a new indicator effective fiscal year 2018-19.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
582,391,453	582,391,453	596,012,651	610,774,515

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
60.5	60.5	60.5

Financial, human resources and performance information for FJA's Program Inventory is available in the GC InfoBase.[i]

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
726,800	726,800	726,800	726,800

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
5.5	5.5	5.5

Planning highlights

FJA will strive to meet the expectations of managers and employees with respect to human resources, financial management, procurement, information technology and information management. Employee satisfaction will be measured through the Public Service Employee Survey. Service responsiveness will be monitored through the achievement of service standards. The main improvement areas to be pursued during 2018-19 are all closely related to overall FJA priorities.

Financial control framework. Monitor processes, controls and practices to ensure consistent and proper application of policies and administration of payments and allowances to judges. Identify enhancements required to existing monitoring mechanisms.

Policy on internal controls. Provide assurance that FJA adheres to the TBS Policy on Internal Controls through an effective system of internal controls to mitigate risks and support financial reporting. Review, document and assess internal financial controls, including processes, risks, key controls in place, the effectiveness of the controls, and testing required.

Information management. Continue supporting and modernizing the processes and tools used to manage FJA's physical and electronic information holdings. In 2018-19, this will include a

review of and follow-up actions on the Office's overall information architecture to ensure adherence to best practices.

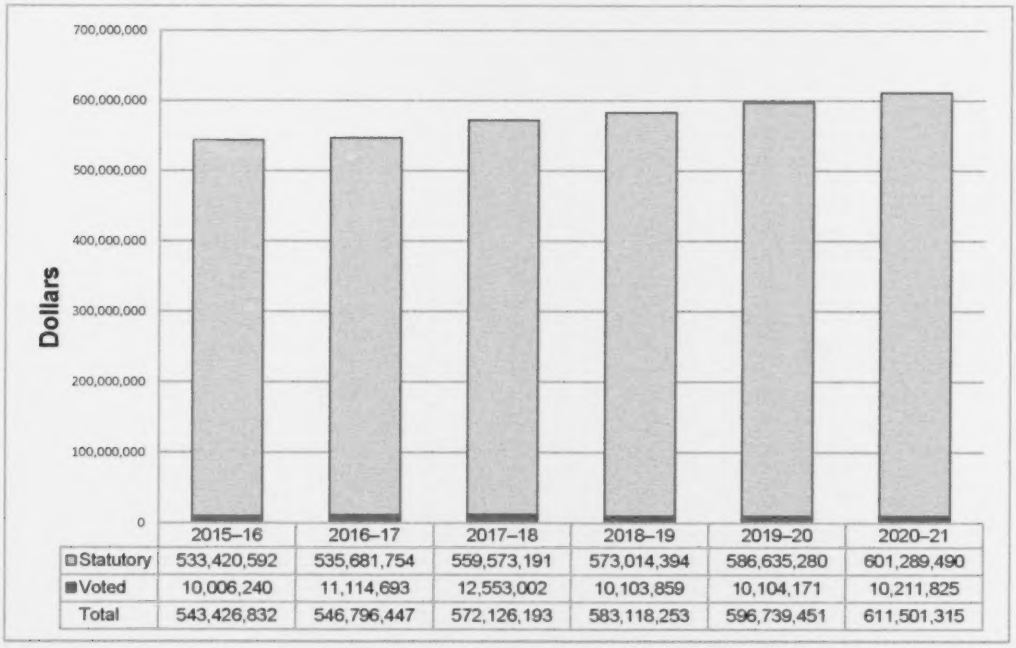
Information Technology. In compliance with Government of Canada requirements, FJA will continue modernizing and upgrading its IT infrastructure, systems, and assets in a manner as to ensure easy, reliable, and secure access to information by all members of the Office.

Succession planning. The principal human resources risk facing FJA is the loss of expertise and corporate memory from the retirement of experienced staff, and the lack of in-house expertise and back up in specialized areas. FJA will continue to do succession and HR planning to mitigate this risk.

Spending and human resources

Planned spending

Departmental spending trend graph



	2015–16	2016–17	2017–18	2018–19	2019–20	2020–21
Statutory	533,420,592	535,681,754	559,573,191	573,014,394	586,635,280	601,289,490
Voted	10,006,240	11,114,693	12,553,002	10,103,859	10,104,171	10,211,825
Total	543,426,832	546,796,447	572,126,193	583,118,253	596,739,451	611,501,315

Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2015–16 Expenditures	2016–17 Expenditures	2017–18 Forecast spending	2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
Administrative support to federally appointed judges	542,708,896	546,069,647	571,399,393	582,391,453	582,391,453	596,012,651	610,774,515
Subtotal	**542,708,896**	**546,069,647**	**571,399,393**	**582,391,453**	**582,391,453**	**596,012,651**	**610,774,515**
Internal Services	717,936	726,800	726,800	726,800	726,800	726,800	726,800
Total	**543,426,832**	**546,796,447**	**572,126,193**	**583,118,253**	**583,118,253**	**596,739,451**	**611,501,315**

Variances between the actual spending for 2016-17 and the forecasted spending for 2017-18 are largely attributable to increases resulting from annual adjustments to judges' salaries based on the Industrial Aggregate, as well as, an increase in the number of pensioners receiving benefits under the Judges Act.

Planned human resources

Human resources planning summary for Core Responsibilities and Internal Services (full-time equivalents)

Core Responsibilities and Internal Services	2015–16 Actual	2016–17 Actual	2017–18 Forecast	2018–19 Planned	2019–20 Planned	2020–21 Planned
Administrative support to federally appointed judges	57.5	57.5	60.5	60.5	60.5	60.5
Subtotal	**57.5**	**57.5**	**60.5**	**60.5**	**60.5**	**60.5**
Internal Services	5.5	5.5	5.5	5.5	5.5	5.5
Total	**63**	**63**	**66**	**66**	**66**	**66**

Estimates by vote

For information on FJA's organizational appropriations, consult the 2018–19 Main Estimates.[ii]

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of FJA's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on FJA's website[iii].

Future-Oriented Condensed Statement of Operations for the year ended March 31, 2019 (dollars)

Financial information	2017–18 Forecast results	2018–19 Planned results	Difference (2018–19 Planned results minus 2017–18 Forecast results)
Total expenses	573,855,000	584,968,000	11,113,000
Total revenues	15,192,000	15,192,000	-
Net cost of operations before government funding and transfers	558,663,000	569,776,000	11,113,000

In 2017-18, total expenses include $558.7 million for judges' salaries, allowances, and annuities; $9.6 million for FJA personnel and operating costs and $4.9 million for CJC personnel and operating costs. The 2018-19 amounts are $572.1 million, $9.6 million, and $2.5 million, respectively.

Total revenues include an amount of $14.9 million charged to FJA's statutory vote for judges' pension contributions.

Supplementary information

Corporate information

Organizational profile

Appropriate minister: The Honourable Jody Wilson-Raybould, P.C., Q.C., M.P.

Institutional head: Marc A. Giroux, Commissioner

Ministerial portfolio: Minister of Justice and Attorney General of Canada

Enabling instrument: Judges Act[iv] (R.S.C., 1985, c. J-1)

Year of incorporation / commencement: 1978

Other: Information about the Canadian Judicial Council, its mandate and programs are found at the Council's website: http://www.cjc-ccm.gc.ca[v]

Raison d'être, mandate and role

"Raison d'être, mandate and role: who we are and what we do" is available on the FJA's website.

Operating context and key risks

Information on operating context and key risks is available on the FJA's website.

Reporting framework

FJA's Departmental Results Framework and Program Inventory of record for 2018–19 are shown below:

<table>
<tr><td rowspan="5">Departmental Results Framework</td><td colspan="2">Core Responsibility 1: Administrative support to federally appointed judges</td><td rowspan="8">Internal Services</td></tr>
<tr><td>Departmental Result: Federally-appointed judges are provided with centralized services in a timely and effective manner</td><td>Indicator: % of judges' allowances processed within the 10 day service standard</td></tr>
<tr><td>Departmental Result: The judicial appointments process is managed efficiently</td><td>Indicator: % of candidate applications ready to be evaluated within 3 months of reception</td></tr>
<tr><td>Departmental Result: The judicial conduct review process is completed in a timely and effective manner</td><td>Indicator: % of complaints reviewed within six months</td></tr>
<tr><td>Departmental Result: CJC ensures that federally-appointed judges have access to relevant training and learning opportunities</td><td>Indicator: % of judges who reported to the CJC that their training and learning needs were met</td></tr>
<tr><td rowspan="3">Program Inventory</td><td colspan="2">Program: Payments pursuant to the Judges Act</td></tr>
<tr><td colspan="2">Program: Federal Judicial Affairs</td></tr>
<tr><td colspan="2">Program: Canadian Judicial Council</td></tr>
</table>

Concordance between the Departmental Results Framework and the Program Inventory, 2018–19, and the Program Alignment Architecture, 2017–18

2018–19 Core Responsibilities and Program Inventory	2017–18 Lowest-level program of the Program Alignment Architecture	Percentage of lowest-level Program Alignment Architecture program (dollars) corresponding to the program in the Program Inventory
Core Responsibility 1: Administrative support to federally appointed judges		
Payments pursuant to the Judges Act	Payments pursuant to the Judges Act	100%
Federal Judicial Affairs	Services to Judges	100%
	Judges' Language Training	100%
	Federal Court Reports	100%
	Judicial Appointments Secretariat	100%
	Judicial Compensation and Benefits Commission	100%
Canadian Judicial Council	Canadian Judicial Council	100%

Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to FJA's Program Inventory is available in the GC InfoBase.[vi]

Supplementary information tables

The following supplementary information tables are available on FJA's website[vii]:

- Departmental Sustainable Development Strategy
- Gender-based Analysis
- Planned evaluation coverage over the next five fiscal years
- Upcoming internal audits for the coming fiscal year

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures.[viii] This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

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Email: info@fja-cmf.gc.ca
Web site: http://www.fja-cmf.gc.ca

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

Any change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Gender-based Analysis Plus (GBA+)

An analytical process used to help identify the potential impacts of policies, programs and services on diverse groups of women, men and gender-diverse people. The "plus" acknowledges that GBA goes beyond sex and gender differences to consider multiple identity factors that intersect to make people who they are (such as race, ethnicity, religion, age, and mental or physical disability).

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2018–19 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Departmental Results.

program (programme)

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)[1]

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

results (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

1. Under the Policy on Results, the Program Alignment Architecture has been replaced by the Program Inventory.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

i. **GC InfoBase**, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
ii. **2017–18 Main Estimates**, https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html
iii. **FJA's website**, http://www.fja-cmf.gc.ca/publications/future-prospectifs/index-eng.html
iv. **Judges Act**, http://lois-laws.justice.gc.ca/eng/acts/J-1/index.html
v. **CJC's website**, http://www.cjc-ccm.gc.ca
vi. **GC InfoBase**, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
vii. **FJA's website**, http://www.fja-cmf.gc.ca/publications/rpp/index-eng.html
viii. **Report on Federal Tax Expenditures**, http://www.fin.gc.ca/purl/taxexp-eng.asp